

Message Text

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TO AMEMBASSY SINGAPORE PRIORITY

INFO AMEMBASSY KUALA LUMPUR

AMEMBASSY JAKARTA

CINCPAC

S E C R E T STATE 213802

EXDIS

E.O. 11652: GDS

TAGS: MASS, PFOR, SN, US

SUBJECT: USAF TRAINING ASSISTANCE TO RSAF

REFS: A. SINGAPORE 3401; B. SINGAPORE 3362; C. STATE 169517

1. SUMMARY. EMBASSY AUTHORIZED TO PRESENT PROPOSED USAF TRAINING ASSISTANCE PACKAGE FOR RSAF TO GOS FOR THEIR CONSIDERATION. PROGRAM, WHICH HAS AS ITS OBJECTIVE MANAGERIAL SELF-SUFFICIENCY FOR THE RSAF AT THE END OF TWO YEARS, RECOMMENDS ASSIGNING A FIVE-MAN USAF MANAGEMENT TRAINING ASSISTANCE TEAM (MTAT) IN SINGAPORE PLUS RSAF TRAINING HERE. ALL COSTS WOULD BE BORNE BY GOS THROUGH STANDARD FMS

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PROCEDURES. MTAT WOULD BE ATTACHED TO THE EMBASSY, AND

COME UNDER AMBASSADOR'S AUTHORITY AND RESPONSIBILITY.
PROGRAM TO BE IMPLEMENTED UPON RECEIPT GOS' CONCURRENCE
AND TIMING PREFERENCE. END SUMMARY.

2. EMBASSY IS AUTHORIZED TO PRESENT TO GOS PROPOSED USAF
TRAINING ASSISTANCE PACKAGE FOR RSAF. IN DOING SO, YOU
SHOULD POINT OUT THAT WE HAVE MADE EVERY EFFORT TO BE
RESPONSIVE TO PRIME MINISTER LEE'S MAY 1975 REQUEST FOR
ASSISTANCE. AS GOS KNOWS, SECONDMENT OF U.S. MILITARY
OFFICERS AS ORIGINALLY REQUESTED IS NOT POSSIBLE. THIS
PROPOSAL, HOWEVER, PROVIDES ANOTHER WAY TO ACCOMPLISH THE

PURPOSE SOUGHT - THE DEVELOPMENT OF A MANAGERIALLY SELF-
SUFFICIENT RSAF - IN A MANNER THAT WE HOPE WILL FULLY MEET
THE GOS NEEDS.

3. AS A RESULT OF THE DISCUSSIONS HELD LAST FALL BETWEEN
A USAF SURVEY TEAM AND THE RSAF, WE HAVE IDENTIFIED THE
POTENTIAL PROBLEM AREAS WHICH COULD RESTRICT THE ACHIEVE-
MENT OF AN EFFECTIVE, SELF-SUFFICIENT AIR FORCE. THESE
PROBLEMS SPAN THE FUNCTIONAL AREAS OF OPERATIONS, ENGINEER-
ING, MANPOWER AND COMMAND AND CONTROL. CERTAIN ASPECTS OF
THE IDENTIFIED PROBLEMS ARE SIMILAR TO THOSE THE USAF HAS
EXPERIENCED IN THE COURSE OF ITS DEVELOPMENT. BECAUSE OF
THESE SIMILARITIES, WE BELIEVE WE ARE IN A POSITION TO
OFFER TRAINING ASSISTANCE WHICH WILL HELP DEVELOP WITHIN
THE RSAF THE CAPABILITY REQUIRED FOR EFFECTIVE NATIONAL
DEFENSE. THE GOAL OF THE U.S. PROPOSAL IS A MANAGERIALLY
SELF-SUFFICIENT RSAF, NOT A REPLICA OF THE USAF. THE
PROPOSAL ACTUALLY GOES BEYOND THE OPERATIONAL ASSISTANCE
REQUESTED BY SINGAPORE. HOWEVER, OPERATIONAL CAPABILITIES
ARE CLOSELY TIED TO EFFECTIVE ENGINEERING, MANAGEMENT, AND
MANPOWER PROGRAMMING. TO ACHIEVE ITS OBJECTIVE, USAF
PROPOSAL ENVISAGES PROVIDING THE RSAF THE BENEFIT OF OUR
EXPERIENCE IN EACH OF THESE FUNCTIONAL AREAS.

4. SPECIFICALLY, WE SUGGEST TO THE GOS A PLAN THAT WOULD
PROVIDE A MANAGEMENT TRAINING ASSISTANCE TEAM (MTAT) OF
FIVE USAF OFFICERS TOGETHER WITH EXTENSIVE PROFESSIONAL AND
TECHNICAL SCHOOLING OF RSAF PERSONNEL IN A FOREIGN MILITARY
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CASH SALES PROGRAM. THE TASK OF THE FIVE USAF OFFICERS
WOULD BE TO PROVIDE TRAINING AND ASSISTANCE ON MANAGEMENT
TECHNIQUES TO SINGAPOREAN OFFICERS IN KEY STAFF POSITIONS
FOR A PERIOD OF UP TO TWO YEARS. THIS ARRANGEMENT WOULD
HAVE THE ADVANTAGE OF PROVIDING MANAGEMENT TRAINING TO THE
SINGAPOREAN OFFICERS WHILE THEY DEVELOP STAFF EXPERTISE.
THE CONCURRENT SCHOOLING PROGRAM WOULD PROVIDE A LONG-TERM
BASE TO INSURE A CONTINUING FLOW OF PROPERLY TRAINED

OFFICERS. WE ARE ALSO SUGGESTING SCHEDULED TIMING PHASES FOR THESE PROPOSALS.

5. THE PROPOSED MTAT OF FIVE USAF OFFICERS IS DEEMED ADEQUATE TO ASSIST THE RSAF IN ATTAINING MANAGERIAL SELF-SUFFICIENCY. DOD FEELS, HOWEVER, THAT AN ATTEMPT TO ASSIST IN SOLVING THE PROBLEMS OUTLINED IN THE USAF REPORT (PREVIOUSLY POUCHED TO EMBASSY SINGAPORE) WOULD NOT BE EFFECTIVE WITH OTHER THAN SINGAPOREAN CAREER OFFICERS IN CERTAIN KEY POSITIONS - RSAF DIRECTOR OF AIR STAFF, HEAD OF AID OPERATIONS AND COMMANDER OF THE FLYING TRAINING SCHOOL. SHOULD BE POINTED OUT TO GOS THEREFORE THAT U.S. PROPOSAL NECESSARILY ENVISAGES SINGAPOREANS IN THESE POSITIONS.

6. THE EXPRESSED INTENT OF CONGRESS IN COSTING FOR PERSONNEL UNDER FMS IS THAT ALL COSTS INCURRED BY THE U.S. MUST BE REIMBURSED BY THE REQUESTING GOVERNMENT. WE HAVE APPLIED KNOWN COSTS SUCH AS COST OF LIVING ADJUSTMENT, HOUSEHOLD GOODS SHIPMENT, TRAVEL, TEMPORARY LIVING ALLOWANCE, MILITARY PAY AND ALLOWANCES, AND AN INFLATION FACTOR. BASED ON THE ABOVE FACTORS, THE COST TO THE GOS FOR THE FIVE-MAN PACKAGE FOR TWO YEARS SHOULD BE APPROXIMATELY 752,300 DOLS. POSSIBLE ADDITIONAL COSTS INVOLVING HOUSING, UTILITIES, OFFICE FACILITIES AND EQUIPMENT, OFFICIAL VEHICLES, DEPENDENT SCHOOLING, SHIPMENT OF POV, ROAD AND IMPORT TAXES AND ADMINISTRATIVE SUPPORT ARE UNKNOWN. WE ASSUME THAT PORTIONS OF THE ABOVE WOULD BE PROVIDED BY THE GOS AND OTHERS WOULD REQUIRE REIMBURSEMENT TO THE USG BY THE GOS. CONSEQUENTLY, THE FINAL COSTING OF THIS ASPECT OF THE PROPOSAL CAN BEST BE DETERMINED THROUGH DISCUSSION WITH THE GOS.

7. IT SHOULD BE STRESSED TO THE GOS THAT THE SCHOOLING
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PORTION OF THE PROPOSAL IS HIGHLY FLEXIBLE AND COULD BE TAILORED TO MEET FINANCIAL CONSTRAINTS. THE USAF SURVEY TEAM HAS INDICATED THAT THE NON-FLYING SCHOOLING SHOULD RECEIVE EMPHASIS OVER FLYING COURSES. LISTED BELOW IN PRIORITY ORDER OF ATTENDANCE ARE THE RECOMMENDED CONUS SCHOOLING, DURATION, CURRENT FY 77 COSTS PER STUDENT, AND COST OF ATTENDANCE.

A. AIR COMMAND AND STAFF COLLEGE: 35 WEEKS, 12,340 DOLS (24,680 DOLS)

B. AIRCRAFT MAINTENANCE OFFICERS SCHOOL: 24 WEEKS, 7,070 DOLS (14,140 DOLS)

C. FLYING SAFETY OFFICERS SCHOOL: 12 WEEKS, 2,440 DOLS

(2,440 DOLS)

D. MANPOWER MANAGEMENT COURSE: 10 WEEKS, 3,820 DOLS
(3,820 DOLS)

E. SQUADRON OFFICERS SCHOOL: 20 WEEKS, 6,760 DOLS
(54,080 DOLS)

USING THE RECOMMENDED NUMBER OF STUDENTS, THE TOTAL COST
IN FY 77 PRICES IS APPROXIMATELY 99,160 DOLS.

8. ADDITIONALLY, THE SURVEY TEAM RECOMMENDS ATTENDANCE AT
TWO USAF FLYING TRAINING COURSES. RSAF ATTENDANCE AT
THESE SCHOOLS MUST BE CLOSELY SCRUTINIZED BY GOS OFFICIALS
TO INSURE THAT COSTS VERSUS BENEFITS TO BE GAINED ARE

CONSIDERED. THE TEAM RECOMMENDS THAT THE COURSES IN PARA
7 BE FULLY FUNDED PRIOR TO FINANCING THE COURSES LISTED
BELOW.

A. F-5 AIR WEAPONS INSTRUCTOR COURSE: 22 WEEKS 405,980
DOLS (811,960 DOLS)

B. T-37 PILOT INSTRUCTOR COURSE: 13 WEEKS, 46,420 DOLS
(46,420 DOLS)

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USING THE RECOMMENDED NUMBER OF STUDENTS, COST IS APPROXI-
MATELY 858,380 DOLS. THE INCLUSION OF THE F-5 COURSE IS
SUGGESTED DUE TO THE UNAVAILABILITY OF COURSES THAT TEACH
TACTICAL PLANNING TECHNIQUES AND OPERATIONS PROCEDURES.
IN USAF COURSES THAT INSTRUCT IN THESE VITAL AREAS, THE
F-5 MOST CLOSELY APPROXIMATES THE MISSION PROFILES FLOWN
BY RSAF HUNTERS AND A-4S. THIS COURSE WOULD COMPLEMENT
THE GOS PLAN TO PURCHASE F-5S.

9. THE PRELIMINARY COSTING OF THE TOTAL USAF RECOMMENDED
EFFORT INCLUDING THE FIVE OFFICERS AND THE CONUS SCHOOLING
IS APPROXIMATELY 1.7 M. DOLS. THIS IS SUBJECT TO
NEGOTIATIONS WITH THE GOS ON THE PROBLEMS OUTLINED IN
PARA 6 AND GOS DETERMINATIONS ON THE SCHOOLING AS OUTLINED
IN PARAS 7 AND 8. IT SHOULD ALSO BE EMPHASIZED TO THE
GOS THAT THE TUITION RATES LISTED IN PARAGRAPHS 7 AND 8
DO NOT INCLUDE TRANSPORTATION, BILLETING, MEDICAL CARE,
FOOD, SALARIES OR COST OF LIVING ALLOWANCES FOR THE
STUDENTS. THE RATES ARE TUITION ONLY.

10. WE PROPOSE TO ATTACH THE USAF MTAT TO THE EMBASSY FOR
SUPERVISION AND ADMINISTRATIVE ARRANGEMENTS. THE TEAM

WILL FUNCTION UNDER STATE/DOD TERMS OF REFERENCE. THE
MTAT WILL BE ADMINISTERED UNDER THE TERMS OF DOD DIRECTIVE
5132.10, TECHNICAL ASSISTANCE TEAMS.

11. WE HAVE POUCHED TO YOU THE TEXT OF AN AIDE-MEMOIRE
DRAFTED IN DOD, TOGETHER WITH THREE ATTACHMENTS. SINCE
THE POINTS IN PARAS TWO THROUGH FOUR ABOVE ARE VIRTUALLY
IDENTICAL TO THOSE IN THE DOD AIDE-MEMOIRE, YOU NEED NOT
PRESENT THE AIDE-MEMOIRE ITSELF TO THE GOS BUT SHOULD MAKE
THE PRESENTATION OUTLINED IN PARAS TWO THROUGH NINE ORALLY.
YOU SHOULD, HOWEVER, GIVE THE GOS THE TEXT OF THE THREE
ATTACHMENTS. BEFORE DOING SO, YOU SHOULD CHANGE ALL FIVE
REFERENCES TO QUOTE MILITARY ADVICE UNQUOTE IN ATTACHMENT
ONE TO QUOTE ASSISTANCE UNQUOTE. YOU SHOULD EMPHASIZE TO
THE GOS THAT THE USG WILL BE RESPONSIVE TO GOS REQUESTS
WHENEVER POSSIBLE, THAT WE HAVE TRIED TO BE RESPONSIVE TO
THEIR REQUIREMENTS IN THIS CASE, AND THAT WE LOOK FORWARD
TO CONTINUED COOPERATION WITH THEM.

12. UPON RECEIPT OF GOS REACTION TO THIS PROPOSAL, WE WILL
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BE READY TO BEING PROCESS OF IMPLEMENTING IT. KISSINGER

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